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Moderating Effects of Job Embeddedness on the Relationship between Paternalistic Leadership and In-Role Job Performance

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Abstract

The purpose of this study is to examine the association between paternalistic leadership and in-role job performance, and the moderating influence of job embeddedness on this relationship. The data was collected through a survey questionnaire. Convenience sampling was used and 224 employees participated to the study. The findings showed that the second factor of paternalistic leadership (austere) is negatively associated with in-role job performance. In addition, partial support was found about the moderating influence of job embeddedness on the relationship between paternalistic leadership and in-role job performance.

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1. Introduction

A critical issue in management literature is concerned with why employees choose to stay in organizations and why they are motivated to perform. Related to this concern, our investigation in this study will further examine job embeddedness and in-role job performance concepts. Job embeddedness refers to a web of forces that cause individuals to feel that they cannot leave their jobs (Mitchell *et al.*, 2001; Harman *et al.*, 2007). On the other hand, in-role job performance can be described as activities that are related to employees' formal and compulsory role requirements (Borman and Motowidlo, 1997).

This research investigates the association between paternalistic leadership and in-role job performance, and the moderating influence of job embeddedness on this relationship. Paternalistic Leadership (PL) can be defined as "hierarchical relationship in which a leader guides professional and personal lives of subordinates in a manner resembling a parent, and in exchange expects loyalty and deference" (Gelfand *et al.*, 2007, p. 493). Paternalism has different meanings in different cultures. In Western cultures, paternalism is viewed negatively. In these cultural contexts, paternalistic authority figures are seen as authoritarian and manipulative. However, in some cultures, paternalistic authority figures are seen as caring and considerate (Aycan *et al.*, 2000). Therefore, it might be beneficial to investigate paternalistic leadership further in different cultural contexts. Even though there is growing interest in paternalistic leadership, empirical studies are still needed in this area. This study aims to contribute to the literature by further delving into the concept.

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2. Theoretical Framework

2.1. Paternalistic Leadership

Paternalism rests on the notion that managers take a personal interest in subordinates' off-the-job lives and personal problems and try to promote subordinates' welfare and help them reach their goals (Fikret Paşa *et al.*, 2001). In paternalistic cultures, people in authority assume the role of parents and believe that it is their duty to provide protection to individuals under their care. In return for such protection and care, subordinates demonstrate loyalty, compliance, and respect (Pellegrini and Scandura, 2006).

In a cross-cultural study on 10 countries, Aycan *et al.* (2000) found that India, Pakistan, China, and Turkey scored the highest on paternalism while Israel and Germany scored the lowest. Romania, Russia, Canada, and the USA scored in the middle. Pellegrini and Scandura (2006) pointed that such research result may be associated with Turkish family structure, in which family members are expected to obey the decisions of the father without questioning. The authors also indicated that the norms created in Turkish families are extended to other institutions in the society and promote acceptance of power inequalities. In addition, Pellegrini and Scandura (2006) stated that the effectiveness of paternalism in Turkish business culture might be due to acceptance of power inequalities in the society.

Three dimensions of paternalistic leadership have been identified: Authoritarianism, benevolence, and moral. Authoritarianism refers to a leader's behaviour that demonstrates total authority and control over subordinates and asks for unquestionable obedience from subordinates. Benevolence indicates that a leader's behaviour shows holistic and individualized care for subordinates' personal and familial well-being. Moral leadership means that a leader's behaviour that demonstrates superior personal qualities, self-discipline, and unselfishness (Cheng *et al.*, 2004).

In the organizational context, new paternalism is developed with the aim to humanize and remoralize the workplace in addition to create more flexible management systems. In this new paternalism, organizations are more involved in off-the-job lives of their employees and assist them in their social and family issues (Aycan, 2006). As stated earlier, although there is an increasing interest in paternalistic leadership, more research is needed on this subject. Thus, this current study examines the association between different dimensions of paternalistic leadership and employee in-role job performance.

2.2. In-Role Job Performance

Employee performance concept has been researched extensively in management literature. Katz (1964) indicated the difference between in-role and extra-role behaviors. In addition, Borman and Motowidlo (1993) suggested a two dimensional structure for the assessment of job performance. The authors distinguished between task (in-role) job performance and contextual (extra-role) performance. Williams and Anderson (1991) asserted that in-role job performance is based on the activities that are associated with responsibilities, tasks and duties as part of an individual's job description. In-role job performance consists of those activities that contribute to the organization's core technical processes either directly or indirectly. In-role performance is different from extra-role performance, which is about the demonstration of those activities (i.e. helping behavior, cooperating with others) which are voluntary and are not part of the job itself (Motowidlo *et al.*, 1997; Borman and Motowidlo, 1997). Extra-role performance is based on the behaviors that are also important for performance but an employee voluntarily engages in those behaviors (Organ, 1988). In this study, in-role (task) performance has been further examined.

Chen *et al.*'s (2011) study pointed that all three dimensions of paternalistic leadership is associated with employee performance. The findings indicated that benevolence and morality are positively associated with employee in-role and extra-role performance whereas authoritarianism is negatively related with extra-role performance.

Chan *et al.* (2013) conducted a study examining how the authoritarian leadership and benevolence leadership jointly impacted subordinate work performance through their influence on organization-based self-esteem (OBSE). This research indicated that OBSE mediated the negative association between authoritarian leadership on one hand and subordinate task performance, and organizational citizenship behavior exhibited towards the organization (OCBO) on the other hand. The study also pointed that the negative influence of authoritarian leadership on subordinate OBSE, task performance and OCBO was weaker when the supervisors demonstrated higher levels of benevolence leadership.

Based on these arguments, in this current study, we propose that paternalistic leadership is related with employee in-role job performance. The following hypothesis is constructed:

Hypothesis 1: Paternalistic leadership is associated with in-role job performance.

2.3. Job Embeddedness

Mitchell *et al.* (2001) introduced the job embeddedness concept focusing narrowly to explain why people stay in their jobs. Job embeddedness indicates decisions to participate broadly and directly, and it focuses beyond dissatisfaction related leaving (Lee *et al.*, 2004). Job embeddedness refers to “a broad set of influences on an employee’s decision to stay on the job” (Holtom, Mitchell, and Lee, 2006, p. 319). These influences include on-the-job factors such as bonds with colleagues and the fit between one’s skills and what the job demands. In addition, it includes off-the-job factors. Some examples of off-the-job factors are personal and community commitments (Holtom, Mitchell, and Lee, 2006).

Mitchell *et al.* (2001) identified three components of job embeddedness: (a) the degree which people have links to other people or activities; (b) the degree to which their jobs and communities fit with the other dimensions in their life spaces; (c) the ease with which links may be broken- what they would give up if they left. The authors named these aspects as links, fit and sacrifice. These elements together exert influence on employees to stay with their current employers (Ng and Feldman, 2010). Holtom, Mitchell, and Lee (2006) stated that job embeddedness is a critical predictor of organizational outcomes such as employee retention and performance than some of the best well-known psychological explanations such as organizational commitment and job satisfaction.

Lee *et al.*’s (2004) research examined how main components of job embeddedness (on-the-job and off-the-job embeddedness) predicted the decision to perform (in terms of organizational citizenship and job performance) and the decision to participate (in terms of volitional absences and voluntary turnover). The findings pointed that on-the-job embeddedness was a significant predictor of organizational citizenship and job performance.

In addition, Sekiguchi *et al.*’s (2008) study investigated whether job embeddedness is a moderator of the relationships between leader–member exchange (LMX) and organization-based self-esteem (OBSE), organizational citizenship behaviors (OCBs), and task performance. This study found that job embeddedness served as a moderator of the relationship between LMX and task performance.

Considering these arguments, we propose that job embeddedness serves as a moderator between the paternalistic leadership and in-role job performance. The following hypothesis is constructed:

Hypothesis 2: Job embeddedness moderates the relationship between paternalistic leadership and in-role job performance.

3. Methodology

For this study, an empirical research was designed. A survey instrument measuring the study constructs has been prepared. The data for this research comes from two resources: Online and paper-questionnaires. Convenience sampling was used for this study. Paper questionnaires were distributed to white-collar employees in selected organizations in different industries in Istanbul, Turkey. These organizations were reached through personal contacts. In addition, to increase the number of respondents, the survey instrument was put in an online survey web site. Along with survey invitation, the web site link was distributed to personal contacts in Turkey. The paper and online questionnaires had the same questions. 128 participants filled in the paper questionnaires. Of those 128 paper questionnaires, 4 of them were taken out of the survey because the questionnaires had too many missing answers. Thus, 124 paper questionnaires were used in this research. In addition, 100 participants filled in the online survey. The survey web site did not allow the participants to send their answers until all questions were answered. Therefore, none of the online questionnaires were taken out of the study. In total, 224 employees participated to this study.

Paternalistic leadership was measured using the Cheng *et al.*’s (2004) 26-item Paternalistic Leadership Scale. This instrument measures paternalistic leadership using three dimensions named as benevolent leadership, moral leadership, and authoritarian leadership. Job embeddedness was measured with Holtom, *et al.* (2006) 21-item scale. The sub dimensions of this instrument are fit to community, fit to organization, links to community, links to organization, community-related sacrifice, and organization-related sacrifice. Three items of the job embeddedness scale are demographic questions. These three items were “are you currently married?”, “if you are currently married, does your spouse work outside the home?”, and “do you own a home (with or without a mortgage)?”. These items were considered together with demographics questions. In-role job performance was measured using Podsakoff and MacKenzie’s (1989) 5-item scale.

The survey questionnaire was prepared in Turkish. Cheng *et al.*’s (2004) Paternalistic Leadership Scale was translated to Turkish for Ötken and Cenkci’s (2012) study. In this current study, this translation was used. Job embeddedness and in-role job performance instruments were translated to Turkish by the researchers.

A 6-point response scale was used, ranging from completely disagree (1) to completely agree (6). In addition, demographic variables were asked to the participants. These variables included age, gender, education, total work experience (in years), and tenure at current organization (in years).

4. Analyses and Results

The data was analysed in SPSS software package. 42.4 % of the survey participants are women and 57.6 % of them are men. The mean age is 30.96. 0.9% of the participants had high school degree, 72.3% of them had university degree, 21.4% of them had a master's degree, and 5.4% of them had Ph.D. degree. The mean of current job tenure is 4.47 years and the mean of total job experience 8.14 years. 35.7 % of the participants were married, 63.8 % of them were single. Of those married participants, 88.8 % of them indicated that their spouse work outside the home whereas 11.3 % of them said that their spouses were not working. Some of the participants had missing answers in the demographic questions.

Factor analysis and reliability analysis were conducted on the survey data. The results indicated that employee in-role job performance consists of one factor. The mean of this factor is 5.0696 and the standard deviation is .80546. Data analysis was also conducted for the paternalistic leadership scale. Even though Cheng *et al.*'s (2004) Paternalistic Leadership scale consists of benevolent leadership, moral leadership, and authoritarian leadership dimensions, the items loaded differently in this research. Three factors were found for paternalistic leadership scale and these factors were named as virtue, austere, and dictator. The data analysis for this scale provided similar results with Ötken and Cenkci's (2012) research. Thus, in this current study, the factors of this scale were named based on Ötken and Cenkci's (2012) research. Table 1 shows the results of the factor analysis of the paternalistic leadership scale.

Table 1. Results of the Factor Analysis of Paternalistic Leadership Scale

	Factor Loadings
Factor 1: Virtue , % Variance: 42.551, Mean: 3.7034, Standard Deviation: 1.24532	
My supervisor ordinarily shows a kind concern for my comfort.	.876
My supervisor tries to understand what the cause is when I don't perform well.	.867
My supervisor meets my needs according to my personal requests.	.855
Beyond work relations, my supervisor expresses concern about my daily life.	.849
My supervisor is like a family member when he/she gets along with us.	.838
My supervisor encourages me when I encounter arduous problems.	.836
My supervisor will help me when I'm in an emergency.	.835
My supervisor devotes all his/her energy to take care of me.	.808
My supervisor takes very thoughtful care of subordinates who have spent a long time with him/her.	.783
My supervisor takes good care of my family members as well.	.776
My supervisor employs people according to their virtues and does not envy others' abilities and virtues.	.769
My supervisor handles what is difficult to do or manage in everyday life for me.	.766
My supervisor never avenges a personal wrong in the name of public interest when he/she is offended.	.650
My supervisor doesn't take the credit for my achievements and contributions for himself/herself.	.643
Factor 2: Austere , % Variance: 18.820, Mean: 2.6742, Standard Deviation: 1.37970	
We have to follow his/her rules to get things done. If not, he/she punishes us severely.	.829
My supervisor scolds us when we can't accomplish our tasks.	.826
My supervisor exercises strict discipline over subordinates.	.826
My supervisor always behaves in a commanding fashion in front of employees.	.759
I feel pressured when working with him/her.	.736
Factor 3: Dictator , % Variance: 10.901, Mean: 3.7560, Standard Deviation: 1.18619	
My supervisor always has the last say in the meeting.	.859
My supervisor determined all decisions in the organization whether they are important or not.	.840
My supervisor asks me to obey his/her instructions completely.	.647
Kaiser-Meyer-Olkin Value: .947, Bartlett Significance Value: .000, Chi-Square Value: 4273.112, df: 231	

Table 2 indicates the outcomes of the factor analysis of the job embeddedness scale. Even though Holtom, Mitchell, Lee, and Tidd's (2006) job embeddedness scale has six dimensions, in this study five dimensions were found. The items of fit to organization and organization-related sacrifice dimensions were loaded on the same factor. The job embeddedness (JE) factors in this current study were named as fit to organization & organization-related sacrifice, fit to community, community-related sacrifice, links to organization, and links to community.

Table 2. Results of the Factor Analysis of Job Embeddedness Scale

	Factor Loadings
Factor 1: Fit to Organization & Organization-Related Sacrifice , % Variance: 24.387, Mean: 3.8384, Standard Deviation: 1.23005	
If I stay with my organization, I will be able to achieve most of my goals.	.895
I feel like I am a good match for my organization.	.847
I believe the prospects for continuing employment with my organization are excellent.	.830
I have a lot of freedom on this job to pursue my goals.	.784
My job utilize my skills and talents well.	.730
Factor 2: Fit to Community , % Variance: 14.701, Mean: 4.1637, Standard Deviation: 1.11426	
I really love the place where I live.	.817
The place where I live is a good match for me.	.792
The area where I live offers the leisure activities that I like (sports, outdoor activities, cultural events & arts).	.703
Factor 3: Community-Related Sacrifice , % Variance: 13.636, Mean: 3.4589, Standard Deviation: 1.29184	
If I were to leave the community, I would miss my non-work friends.	.865
If I were to leave the area where I live, I would miss my neighborhood.	.850
Leaving the community where I live would be very hard.	.670
Factor 4: Links to Organization , % Variance: 12.633, Mean: 4.2688, Standard Deviation: 1.04899	
On the job, I interact frequently with my work group members.	.850
I work closely with my coworkers.	.838
I am a member of an effective group.	.559
Factor 5: Links to Community , % Variance: 10.483, Mean: 3.3460, Standard Deviation: 1.38609	
I am active in one or more community organizations (e.g. churches, sports teams, schools, etc.)	.849
I participate in cultural and recreational activities in my local area.	.814

Kaiser-Meyer-Olkin Value: .859, Bartlett Significance Value: .000, Chi-Square Value: 1916.380, df: 120

Table 3 shows the factor reliabilities and their intercorrelations. Cronbach's alpha values of the factors are given in parentheses.

Table 3: Factor Reliabilities and Intercorrelations

	1	2	3	4	5	6	7	8	9
1. PL Factor 1: Virtue	(.964)	-.540**	-.187**	.485**	.274**	.135*	.432**	.269**	.141*
2. PL Factor 2: Austere	-.540**	(.935)	.562**	-.259**	-.097	-.051	-.244**	-.068	-.207**
3. PL Factor 3: Dictator	-.187**	.562**	(.795)	-.087	-.001	-.066	-.096	-.052	-.095
4. JE Factor 1: Fit to Organization & Organization-Related Sacrifice	.485**	-.259**	-.087	(.907)	.459**	.124	.572**	.302**	.326**
5. JE Factor 2: Fit to Community	.274**	-.097	-.001	.459**	(.827)	.461**	.404**	.409**	.275**
6. JE Factor 3: Community-Related Sacrifice	.135*	-.051	-.066	.124	.461**	(.798)	.318**	.304**	.003
7. JE Factor 4: Links to Organization	.432**	-.244**	-.096	.572**	.404**	.318**	(.784)	.339**	.324**
8. JE Factor 5: Links to Community	.269**	-.068	-.052	.302**	.409**	.304**	.339**	(.735)	.177**
9. In-role Job Performance	.141*	-.207**	-.095	.326**	.275**	.003	.324**	.177**	(.861)

** p< .01 , * p< .05

To test the first study hypothesis, regression analysis was conducted between paternalistic leadership and in-role job performance. Table 4 shows the results of the regression analysis. The findings indicated that the second factor of paternalistic leadership (austere) is negatively associated with in-role job performance. Therefore, we can say that the first hypothesis is partially supported.

Table 4: Regression Analysis between Paternalistic Leadership and In-Role Job Performance

Dependent Variable: In-Role Job Performance			
Independent Variables:	Beta	t value	p value
Paternalistic Leadership Fac. 1	.033	.406	.685
Paternalistic Leadership Fac. 2	-.216	-2.254	.025
Paternalistic Leadership Fac. 3	.042	.507	.613

R= .216; Adjusted R² = .047; F value= 3.450; p value= .018

To test the second hypothesis, hierarchical regression analyses were done. The moderator and independent variables were centred by subtracting the mean from each score according to Aiken and West (1991) to reduce multicollinearity. For these analyses, the standardized scores of the variables were used. The results pointed that job embeddedness factor three (community-related sacrifice) moderated the relationship between austere paternalistic leadership and employee in-role job performance. Table 5 shows the outcomes of the hierarchical regression analyses. The moderating influence of other job embeddedness factors was not found.

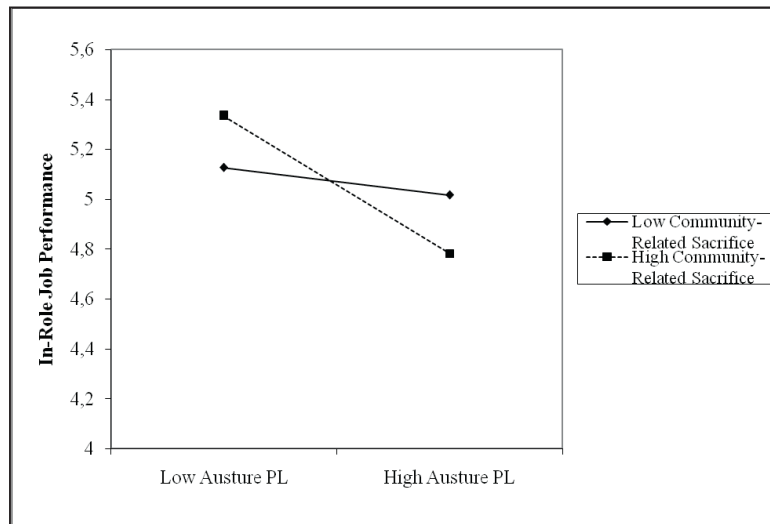
Table 5. Results of Hierarchical Regression Analyses

Independent variables	Dependent variable: In-Role Job Performance		
	Model 1	Model 2	Model 3
Paternalistic Leadership Fac. 2 (Austere)	-.207**	-.207**	-.204**
JE Factor 3 (Community-Related Sacrifice)		-.002	-.009
Austere × JE Factor 3 (Community-Related Sacrifice)			-.140*
R ²	.043	.043	.062
Adjusted R ²	.039	.034	.049
ΔR ²	.043	.000	.019
F	9.785**	4.871**	4.793**

*p< .05, **p< .01

Figure 1 shows the plot of the interaction of JE Factor 3 (community-related sacrifice) on the relationship between austere PL and in-role job performance. The result of the simple slope test indicated that as employees with high community-related sacrifice perceived the more austere PL, the lower was their in-role job performance. Subordinates exhibited lowest in-role job performance when both community-related sacrifice and austere leadership were high. For low community-related sacrifice, the slope of the line is less steep compared to the slope of the line for high community-related sacrifice. This result points that these employees with low community-related sacrifice are less responsive to austere paternalistic leadership.

Figure 1: Interaction of JE Factor 3 (Community-Related Sacrifice) on the Relationship between Austere PL and In-Role Job Performance



To sum up, the data analysis showed that the moderating influence of job embeddedness Factor 3 (community-related sacrifice) on the association between austere PL and in-role job performance. Therefore, it can be said that hypothesis two is partially supported.

5. Discussion and Conclusion

The findings of this study indicated that austere paternalistic leadership is negatively associated with employee in-role job performance. This outcome is in line with Chen *et al.*'s (2011) research, which found that authoritarianism is negatively associated with extra-role performance. Austere paternalistic leadership describes a strict autocratic leadership style and includes items such as “we have to follow his/her rules to get things done. If not, he/she punishes us severely” and “my supervisor scolds us when we can’t accomplish our tasks”. Overall, the findings of this current study suggest organizational leaders to decrease their austere leader behaviour, which may benefit employee in-role job performance.

Moreover, it was found that community-related sacrifice moderated the relationship between austere PL and in-role job performance. Mitchell *et al.* (2001) pointed that community-related sacrifices are usually of concern if one needs to relocate. Leaving a community one finds attractive, safe, and in which the person is liked or respected might be difficult. An individual might change jobs but still stay in the same house. Even in this situation, different benefits such as easy commute or the ability to be home at certain times related to flex time might be lost if one changes his/her job (Mitchell *et al.*, 2001). In this current study, community-related sacrifice was found as a moderator and this result might be related to which cities the survey participants were employed. This study had 224 participants and 124 of them filled in paper questionnaires in organizations located in Istanbul. The rest of the participants filled in online surveys and the cities they lived were not indicated. These participants were living in Istanbul or other cities of Turkey. In this current study, more than half of the participants were employed in Istanbul. Istanbul has a population of more than 14 million (Turkish Statistical Institute) and Istanbul traffic may provide a challenge on a daily basis. When making a decision about an employment opportunity, many employees living in Istanbul or in other major cities of Turkey give importance to the location of their organizations and commuting time. Thus, the results of the present study clearly indicated that the employees consider the communities they currently live as a significant issue and community-related sacrifice had a moderating influence.

The outcomes of this study pointed that employees exhibited highest in-role job performance when community-related sacrifice is high and austere leadership was low. This result is in line with former literature on job embeddedness. Ng and Feldman (2010) stated that employees with high job embeddedness are motivated to perform well because they have a strong desire to keep their jobs and make sure that the rewards associated with their current

jobs continue. In addition, the findings of this present research pointed that employees with low community-related sacrifice are less responsive to austere paternalistic leadership. Such result can be implied that employees with low community-related sacrifice may not have high willingness to keep their jobs and these employees might be less responsive to leadership demonstrated in their respective organizations. The findings of this study can be used by organizational leaders and human resource practitioners in their efforts to increase employee in-role performance. In addition, the outcomes can be used during employee hiring processes to screen candidates with high community-related sacrifice.

Overall, this study contributed to the investigation of the association between paternalistic leadership and employee in-role job performance and the moderating role of job embeddedness on this relationship. Moreover, to our knowledge, no existing empirical research examines job embeddedness, paternalistic leadership, and in-role job performance constructs together in a single study. Some limitations of this study should also be noted. Firstly, the data was collected through convenience sampling, which may affect the generalizability the results. Moreover, both independent and dependent variables were gathered from the subordinates. In-role job performance data was also collected from self-report surveys. This situation may cause common method variance. However, supervisor-ratings of employee performance can be as biased as self-report measures (Levy and Williams, 2004; Alfes *et al.*, 2012). Thus, it might be beneficial for future studies on this subject to use data from multiple sources.

Future studies on this subject can take into account of additional variables such as extra-role employee performance or organizational climate. Further studies with bigger samples might also be beneficial. In addition, this current study was conducted in Turkish cultural context and future research can be conducted in other cultures.

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